

## Level 1

Competency	Activity to Develop Competency
Accountability	Actively maintain high quality skills and cutting edge knowledge.
	Clarify the expectations of those duties assigned to you. Ensure that your role and functions are well understood prior to the start of a task.
	Communicate expectations, schedule work and coordinate efforts of all members to lead a project to completion.
	Establish milestones and regularly monitor progress. Provide group and individual feedback on performance. Keep your focus on results constant and visible.
	Hold yourself accountable for achieving results within assigned deadlines.
	Manage a project's timeline, funding, and/or human resources. Be accountable for outputs.
	Measure your accomplishments against your objectives. Determine if you are satisfied with your progress or your organization's progress. Against targets and goals.
	Support team decisions, be a good team player, be honest and responsible. Complete a fair share of the team's work.
Computer Literacy	Actively work to understand the use of new technology to support enhanced delivery of services and programs.
	Identify new ways to use information systems to access and manage data.
	Use software applications, Internet resources, and web-based solutions to develop new techniques to complete work.
Conflict Mgmt	Clarify issues that have caused conflict or concern.
	Discuss conflict openly with others. If they disagree with your position, seek clarification from them on their position.
	Learn questioning techniques that do not put others on the defensive.
	Participate in negotiation and conflict resolution processes at work or in community organizations.
	Prior to discussing a high-conflict problem, express your desire for a solution that is amenable to all parties.
	Serve as chairperson of a volunteer organization.
	Suggest problem-solving discussions where the discussion is free-flowing and spontaneous. Encourage all team members to participate. Decisions reached should incorporate members' input.
	Ask your supervisor to give you feedback on your participation on a team. Be proactive and seek out comments. Be prepared with examples of your behavior on the team that shows willingness to look at and improve yourself.
	Attend trade shows to gain knowledge about technology and competition.
	Attend training courses outside of own functional area to broaden knowledge of other areas.
	Complete a leadership competency assessment, including a CLIMB survey, Leadership Competency Assessment, Multi-Source Feedback instrument, etc.
	Continuously seek input on own strengths and weaknesses through formal and informal means. Seek and act on feedback from others.
	Create and propose a plan to alternate opportunities among your co-workers, e.g., someone attends a meeting or presents a briefing that they normally would not.
	Display willingness to learn from others, including subordinates and peers.
	Do a "postmortem" on a failed project.
	Find and benefit from a mentor. Seek out someone whom you respect and who has demonstrated a sound understanding of the politics, personalities, and informal networks associated with your organization.
	Host a forum series for organizational leaders to share institutional knowledge.
	Identify a mentor and receive either informal or formal mentoring.
	Identify a peer or higher-level manager who is effective at teambuilding. Set up a meeting to talk about his or her techniques or methods.
	Keeps abreast of key organizational activities, policies, and priorities likely to affect operations or the program area.
	Learn about nonverbal communication. Monitor your body language, posture, and eye contact for unintended nonverbal communication.

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Continual Learning	Look for feedback from those with whom you communicate. Did they understand your needs? Do you understand theirs? Can you remember key parts of conversations?
	Monitor current trends or events (for example, economic, political, social, agricultural, educational, or employment trends or events) and applies the information as appropriate.
	Obtain professional certificate in functional area to hone technical skills.
	Offer to assist peers in their projects.
	Organize a brown bag lunch. Watch a short movie excerpt, lead a discussion on a topic, etc.
	Participate in a developmental assignment outside of his/her current agency.
	Participate in a professional Community of Practice to share knowledge of recent initiatives.
	Practice active listening techniques with co-workers. Demonstrate that you understand by reflecting the other individual's message and/or feelings.
	Practice proactive information sharing. Suggest your co-workers offer information to others in your organization. Think of ways that your information/statistics/data can help others in your organization, and tell them.
	Pursue detail assignments to enhance knowledge and experience.
	Read professional journals to keep current on trends and developments.
	Report on a book or article on a strategy-related topic.
	Review your behavior during meetings. Observe yourself during meetings to see if your contributions are appropriate and relevant.
	Seek feedback from others to avoid blind spots that can cause misunderstandings.
	Seek opportunities to participate on focus groups.
	Shadow a manager whose skills you admire and wish to emulate.
	Sponsor/mentor a summer hire or co-op student. Maintain a progress report.
	Subscribe to relevant newsletters to keep abreast of issues (potential or otherwise) that impact the Agency, e.g., "Government Executive."
	Suggest and volunteer to lead ice-breakers and time-limited team building exercises at meetings.
	Suggest special meetings just for the purpose of having co-workers present and share their ideas concerning an organizational topic.
	Take charge and lead a team for a corporate project.
	Take time out of every day to read key pieces of literature, journals and newspapers that cover events that can have a direct impact on your organization. Engage others in discussions about how these factors influence DLA's policies or systems.
	Volunteer to take responsibility for conducting a monthly team meeting to include scheduling the meeting, conference room, and developing the agenda and ultimately chair the meeting.
	When you or your co-workers return to the job from training, discuss with them what they have learned. Share that information with other team members during team meetings and encourage others to do the same.
Creativity/ Innovation	Be an active "organizational citizen" by volunteering for task forces or committees that may improve the work of your team.
	Create a library or reading list that includes leadership books, articles, other resources or Web sites to visit.
	Develop a publicity campaign to educate customers about trends and developments in a functional area.
	Develop easy, user-friendly, electronic means for customers to provide regular feedback as to satisfaction.
	From a higher level vision for change, formulate concrete actions for individual work projects.
	Generate novel solutions to workforce problems by researching emerging industry practices.
	Identify potential new markets and customers.
	Look at a current problem that you are avoiding. Write down what you find difficult and then ask someone to help you brainstorm possible solutions. Use the ideas to create a step-by-step plan to address the problem and then implement the plan.
	Look for a new technology, procedure, or process that can increase your team's efficiency.

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	<p>Manage a suggestion box for co-workers and customers to submit ideas on improving customer service.</p> <p>Organize a brown bag lunch. Watch a short movie excerpt, lead a discussion on a topic, etc.</p> <p>Pilot new processes to evaluate them before implementation.</p> <p>Prepare a briefing for someone else to present.</p> <p>Team with a peer on a job assignment.</p>
Customer Service	<p>Benchmark industry best practices in customer support.</p> <p>Brainstorm ideas with your team members on how to demonstrate a commitment to and improve customer service.</p> <p>Design and implement a project to collect information on customer and stakeholder needs and wants.</p> <p>Develop a customer satisfaction survey.</p> <p>Develop easy, user-friendly, electronic means for customers to provide regular feedback as to satisfaction.</p> <p>Emphasize the importance of the “internal customers” as well as the “external customers.” Ensure employees know who their internal and external customers are.</p> <p>Keep a record of complaints, missed deadlines, and overtime worked. Analyze their causes and ultimate costs. Communicate your findings.</p> <p>Participate in customer focus groups.</p> <p>Suggest inviting customers to various training events and meetings. This helps get a better feel for customer’s view and customer’s feel input/opinions are valued.</p> <p>Visit with your customers. Sit in and listen to their views.</p>
Decisiveness	<p>Establish milestones and regularly monitor progress. Provide group and individual feedback on performance. Keep your focus on results constant and visible.</p> <p>Experiment with and share decision-making tools to bring agreement among diverse viewpoints.</p> <p>Manage a project’s timeline, funding, and/or human resources. Be accountable for outputs.</p> <p>Prioritize work and change those priorities as situations shift.</p>
Developing Others	<p>Be a mentor to a less experienced supervisor or manager who could benefit from your wisdom and guidance. You have an important role to play in developing and mentoring others in preparation for the next generation of leaders.</p> <p>Conduct cross training with team members to enhance the understanding of individual and team responsibilities and tasks.</p> <p>Create a library or reading list that includes leadership books, articles, other resources or Web sites to visit.</p> <p>Create and propose a plan to alternate opportunities among your co-workers, e.g., someone attends a meeting or presents a briefing that they normally would not.</p> <p>Demonstrate empathy with others and help others understand differing perspectives.</p> <p>Encourage a “continuous improvement” mindset where mistakes accompanying efforts to improve are openly discussed without fear of retribution. Discuss lessons learned with your team.</p> <p>Experiment with and share decision-making tools to bring agreement among diverse viewpoints.</p> <p>Find and benefit from a mentor. Seek out someone whom you respect and who has demonstrated a sound understanding of the politics, personalities, and informal networks associated with your organization.</p> <p>Learn about Situational Leadership and coaching techniques. Practice these skills when interacting with your co-workers.</p> <p>Organize a brown bag lunch. Watch a short movie excerpt, lead a discussion on a topic, etc.</p> <p>Routinely and publicly thank others for their efforts. Acknowledge work done by others.</p> <p>Sponsor/mentor a summer hire or co-op student. Maintain a progress report.</p> <p>Suggest special meetings just for the purpose of having co-workers present and share their ideas concerning an organizational topic.</p> <p>Take the IDP process seriously. Work with your staff on developing a realistic, competency-based IDP.</p> <p>Plan for time and money to enable your employees to execute their IDPs.</p> <p>Volunteer to sponsor new employees for the first 60 days.</p>

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	When you or your co-workers return to the job from training, discuss with them what they have learned. Share that information with other team members during team meetings and encourage others to do the same.
Entrepreneurship	<p>Attend technology fairs to gather information on how advances can be applied to the workplace.</p> <p>Generate novel solutions to workforce problems by researching emerging industry practices.</p> <p>Identify potential new markets and customers.</p> <p>Look for a new technology, procedure, or process that can increase your team's efficiency.</p>
External Awareness	<p>Attend Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.</p> <p>Attend senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.</p> <p>Keep your co-workers informed of new products, customers, initiatives, changes in mission, goals, etc.</p> <p>Look ahead and anticipate future opportunities for the work team.</p> <p>Look for a new technology, procedure, or process that can increase your team's efficiency.</p> <p>Represent the Department or Component on interagency task forces.</p> <p>Subscribe to relevant newsletters to keep abreast of issues (potential or otherwise) that impact the Agency, e.g., "Government Executive."</p> <p>Take time out of every day to read key pieces of literature, journals and newspapers that cover events that can have a direct impact on your organization. Engage others in discussions about how these factors influence DLA's policies or systems.</p>
Financial Management	<p>Suggest improvements that result in savings of money, time, supply or labor costs.</p> <p>Translate resource requirements into budget estimates to be submitted as part of the budget request.</p>
Flexibility	<p>Accept rotational assignments that foster your team building skills.</p> <p>Ask your supervisor to give you feedback on your participation on a team. Be proactive and seek out comments. Be prepared with examples of your behavior on the team that shows willingness to look at and improve yourself.</p> <p>Clarify the expectations of those duties assigned to you. Ensure that your role and functions are well understood prior to the start of a task.</p> <p>Communicate expectations, schedule work and coordinate efforts of all members to lead a project to completion.</p> <p>Facilitate a training session on short notice.</p> <p>Look at a current problem that you are avoiding. Write down what you find difficult and then ask someone to help you brainstorm possible solutions. Use the ideas to create a step-by-step plan to address the problem and then implement the plan.</p> <p>Offer to assist peers in their projects.</p> <p>Open yourself up to others' ideas. The next time you disagree with an idea ask the person, "What else can you tell me about that?"</p> <p>Practice proactive information sharing. Suggest your co-workers offer information to others in your organization. Think of ways that your information/statistics/data can help others in your organization, and tell them.</p> <p>Prioritize work and change those priorities as situations shift.</p> <p>Regularly demonstrate the ability to adjust to multiple demands, new information, unexpected obstacles, ambiguity and change by adjusting priorities and requirements so as to meet deadlines without the display of adverse negative behaviors.</p> <p>Seek ideas and suggestions from people with perspectives or backgrounds different from your own and incorporate them in your plans.</p> <p>Seek opportunities to participate on focus groups.</p> <p>Sponsor/mentor a summer hire or co-op student. Maintain a progress report.</p> <p>Suggest bringing outside speakers to provide your office with a new set of strategic ideas.</p> <p>Take corrective action as needed, shift direction and redirect efforts when changes are implemented.</p>

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	Work cooperatively with others.
Human Capital Management	Participate in job fairs to recruit new employees to the organization.
	Participate on a selection panel. Learn about Behavioral Based Interviewing and assist your supervisor in developing interview questions.
Influencing/ Negotiating	Ask for the point of view of others whenever appropriate. Avoid working in isolation. The opinions of others can help you.
	Build positive relationships throughout the immediate workgroup and with key members of other workgroups.
	Demonstrate belief in the concept of human dignity; treating all others with respect and fairness, and openly, consistently challenging bias, intolerance or incivility.
	Know and use effective body language and tone of voice that convey the right attitude, respect and knowledge.
	Observe a skilled negotiator. Ask him or her for advice on using influence, persuasion, and achieving desired goals.
	Routinely and publicly thank others for their efforts. Acknowledge work done by others.
	Seek opportunities to represent your team, its goals, and its accomplishments in informal and formal gatherings attended by members outside of the organization.
Integrity/ Honesty	Demonstrate belief in the concept of human dignity; treating all others with respect and fairness, and openly, consistently challenging bias, intolerance or incivility.
	Identify potential ethical violations and work with leadership to make sure that staff understand and follow applicable laws and regulations.
	Serve as a role model, inspiring others to emulate integrity, honest, justice, respect and civility.
	Talk to your fellow employees about their values and discuss how they differ from yours and the organization and how they are similar.
	Accept rotational assignments that foster your team building skills.
	Ask for the point of view of others whenever appropriate. Avoid working in isolation. The opinions of others can help you.
	Ask your supervisor to give you feedback on your participation on a team. Be proactive and seek out comments. Be prepared with examples of your behavior on the team that shows willingness to look at and improve yourself.
	Be an active "organizational citizen" by volunteering for task forces or committees that may improve the work of your team.
	Be approachable in your office and out. Be a sounding board if someone needs to discuss an idea or a problem. Walk around, ask questions, and show interest and concern.
	Be positive. Adopt a "can-do" attitude in meetings, particularly when your team encounters obstacles. Focus on identifying alternative solutions, rather than on the impediments you face.
	Collaborate with others, sharing plans, information and resources.
	Consistently provide information to your co-workers from meetings you attend.
	Continuously seek input on own strengths and weaknesses through formal and informal means. Seek and act on feedback from others.
	Demonstrate broad insights into emotional intelligence and skill in building and sustaining relationships.
	Demonstrate empathy with others and help others understand differing perspectives.
	Discuss conflict openly with others. If they disagree with your position, seek clarification from them on their position.
	Experiment with and share decision-making tools to bring agreement among diverse viewpoints.
	Handle difficult people and tense situations with diplomacy and tact.
	Know and use effective body language and tone of voice that convey the right attitude, respect and knowledge.
	Lead a team for a corporate project.

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Interpersonal Skills	Learn about nonverbal communication. Monitor your body language, posture, and eye contact for unintended nonverbal communication.
	Learn about Situational Leadership and coaching techniques. Practice these skills when interacting with your co-workers.
	Learn and practice how to give good feedback. Consider and respond appropriately to the needs, feelings and capabilities of others.
	Learn questioning techniques that do not put others on the defensive.
	Participate in negotiation and conflict resolution processes at work or in community organizations.
	Participate in team meetings to share information on projects and progress, solicit board input and coordinate shared work processes
	Participate on teams to solve real work issues and improve real work processes. Practice your skills in systematic methods, i.e., interactive skills, group decision making, and active listening.
	Practice active listening techniques with co-workers. Demonstrate that you understand by reflecting the other individual's message and/or feelings.
	Routinely and publicly thank others for their efforts. Acknowledge work done by others.
	Routinely encourage the open exchange of ideas and information through action during group meetings and individual exchanges.
	Seek feedback from others to avoid blind spots that can cause misunderstandings.
	Seek ideas and suggestions from people with perspectives or backgrounds different from your own and incorporate them in your plans.
	Seek opportunities to participate on focus groups.
	Seek opportunities to represent your team, its goals, and its accomplishments in informal and formal gatherings attended by members outside of the organization.
	Seek opportunities where you can work with and communicate with individuals outside of your team with whom you have not previously worked.
	Serve as chairperson of a volunteer organization.
	Serve on a cross-functional team.
	Serve on projects that utilize team members drawn from other areas of the organization to foster organizational communication, commitment and cooperation.
	Stay composed, positive, civil and unflappable even in trying moments.
	Suggest and volunteer to lead ice-breakers and time-limited team building exercises at meetings.
	Take charge and lead a team for a corporate project.
	Team with a peer on a job assignment.
	Volunteer to sponsor new employees for the first 60 days.
	Volunteer to take responsibility for conducting a monthly team meeting to include scheduling the meeting, conference room, and developing the agenda and ultimately chair the meeting.
	Work cooperatively with others.
Joint Perspective	Attend briefings on National Security Strategy policy development to improve knowledge of national security issues.
	Attend Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.
	Attend senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.
	Conduct Agency mission briefings at various internal forums such as new employee orientation or external forums.
	Enroll in Professional Military Education to learn about different services and their role in educating students on national security.
	Maintain network of DoD colleagues in the same technical field to share lessons learned.
	Represent the Department or Component on interagency task forces.
	Set technical direction and goals for work that aligns with DLA's Strategic Plan, Director's Guidance.
	Understand and explain the general roles and responsibilities of the DLA organization (staff directorates, PLFAs, etc.)
	Understand and explain the major elements of the DLA Strategic Plan and Director's Guidance.

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	Use knowledge of DoD's mission, roles, and service cultures and their effects to facilitate the work of others.
Leveraging Diversity	Convene your team to identify and explore barriers that are hindering them from effectively and efficiently completing their work. Engage the team in implementing changes and alternatives developed by the group.
	Demonstrate empathy with others and help others understand differing perspectives.
	Display willingness to learn from others, including subordinates and peers.
	Initiate contact with a variety of individuals to network and obtain varied perspectives on current issues and taskings.
	Open yourself up to others' ideas. The next time you disagree with an idea ask the person, "What else can you tell me about that?"
	Push yourself to interact/network with diverse individuals to share ideas and gain insights.
	Respect and use the expertise of your co-workers by soliciting their input and using their suggestions whenever possible.
	Seek ideas and suggestions from people with perspectives or backgrounds different from your own and incorporate them in your plans.
	Serve on projects that utilize team members drawn from other areas of the organization to foster organizational communication, commitment and cooperation.
	Suggest occasional information gatherings away from the work place. Encourage co-workers to enjoy themselves and get to know one another at these meetings.
	Talk to your fellow employees about their values and discuss how they differ from yours and the organization and how they are similar.
	Understand how cultures differ in approaches to time, authority, physical space, friendship and individualism and how these differences impact work behavior. Demonstrate this knowledge through actions in work practices.
	Volunteer to sponsor new employees for the first 60 days.
National Security Perspective	Attend briefings on National Security Strategy policy development to improve knowledge of national security issues.
	Attend Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.
	Attend senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.
	Enroll in Professional Military Education to learn about different services and their role in educating students on national security.
	Use knowledge of DoD's mission, roles, and service cultures and their effects to facilitate the work of others.
Oral Communication	Conduct Agency mission briefings at various internal forums such as new employee orientation or external forums.
	Consider and respond flexibly to the audience to maximize understanding.
	Consistently provide information to your co-workers from meetings you attend.
	Ensure colleagues, supervisors and other key decision makers are kept well informed.
	Express thoughts in a clear and organized manner that accurately reflects the facts.
	Give a briefing.
	Keep your co-workers informed of new products, customers, initiatives, changes in mission, goals, etc.
	Look ahead and anticipate future opportunities for the work team.
	Learn about Situational Leadership and coaching techniques. Practice these skills when interacting with your co-workers.
	Learn questioning techniques that do not put others on the defensive.
	Make a presentation at a knowledge-sharing event.
	Persuade and inspire others by making clear and convincing presentations to a wide range of audiences.
	Practice active listening techniques with co-workers. Demonstrate that you understand by reflecting the other individual's message and/or feelings.



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	Seek opportunities to represent your team, its goals, and its accomplishments in informal and formal gatherings attended by members outside of the organization.
	Volunteer to take responsibility for conducting a monthly team meeting to include scheduling the meeting, conference room, and developing the agenda and ultimately chair the meeting.
Partnering	Accept rotational assignments that foster your team building skills.
	Build positive relationships throughout the immediate workgroup and with key members of other workgroups.
	Collaborate with other components to identify requirements for new information management technology.
	Collaborate with others, sharing plans, information and resources.
	Develop professional relationships with colleagues inside and outside of the organization.
	Look at a current problem that you are avoiding. Write down what you find difficult and then ask someone to help you brainstorm possible solutions. Use the ideas to create a step-by-step plan to address the problem and then implement the plan.
	Maintain network of DoD colleagues in the same technical field to share lessons learned.
	Prior to discussing a high-conflict problem, express your desire for a solution that is amenable to all parties.
	Respect and use the expertise of your co-workers by soliciting their input and using their suggestions whenever possible.
	Seek opportunities where you can work with and communicate with individuals outside of your team with whom you have not previously worked.
	Team with a peer on a job assignment.
	Visit with your customers. Sit in and listen to their views.
Problem Solving	Be approachable in your office and out. Be a sounding board if someone needs to discuss an idea or a problem. Walk around, ask questions, and show interest and concern.
	Convene your team to identify and explore barriers that are hindering them from effectively and efficiently completing their work. Engage the team in implementing changes and alternatives developed by the group.
	Encourage the team approach to solve problems and develop new ideas. Let employees lead various efforts.
	Lead a team for a corporate project.
	Look at a current problem that you are avoiding. Write down what you find difficult and then ask someone to help you brainstorm possible solutions. Use the ideas to create a step-by-step plan to address the problem and then implement the plan.
	Manage a suggestion box for co-workers and customers to submit ideas on improving customer service.
	Participate in team meetings to share information on projects and progress, solicit board input and coordinate shared work processes
	Prioritize work and change those priorities as situations shift.
	Respect and use the expertise of your co-workers by soliciting their input and using their suggestions whenever possible.
	Serve as chairperson of a volunteer organization.
	Suggest problem-solving discussions where the discussion is free-flowing and spontaneous. Encourage all team members to participate. Decisions reached should incorporate members' input.
	Take corrective action as needed, shift direction and redirect efforts when changes are implemented.
Public Service	Work cooperatively with others.
	Work with your co-workers to develop a formal communication plan to be sure that everyone has equal access to the needed information.
	Align organizational objectives and practices with public interests.
	Demonstrate loyalty to the Government and citizens of the US by fulfilling the highest obligations of service.



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	Take personal responsibility for dealing with and/or correcting customer service issues and concerns; be efficient and responsive.
	Understand and communicate public service implications of projects.
Resilience	Anticipate impending crises. The best leaders have the ability to look around corners and anticipate problems and impending crises. When you see a crisis headed your way, take some quick actions to end it and to minimize the damage.
	Be positive. Adopt a “can-do” attitude in meetings, particularly when your team encounters obstacles.
	Focus on identifying alternative solutions, rather than on the impediments you face.
	Facilitate a training session on short notice.
	Maintain productivity and a positive attitude while responding to multiple taskers with short suspense dates.
	Project an optimistic attitude in the face of corrections to errors.
	Stay composed, positive, civil and unflappable even in trying moments.
Strategic Thinking	Work cooperatively with others.
	Anticipate impending crises. The best leaders have the ability to look around corners and anticipate problems and impending crises. When you see a crisis headed your way, take some quick actions to end it and to minimize the damage.
	Communicate to your co-workers your interpretation of DLA’s mission, vision, and strategy and how they relate to your office functions.
	Develop a program action plan for implementation of organization’s strategic goals.
	From a higher level vision for change, formulate concrete actions for individual work projects.
	Identify potential new markets and customers.
	Keep your co-workers informed of new products, customers, initiatives, changes in mission, goals, etc.
	Look ahead and anticipate future opportunities for the work team.
	Seek opportunities for assignments that require strategic planning, e.g., volunteer to serve on a planning team.
	Serve on a strategic planning team.
Teambuilding	Set technical direction and goals for work that aligns with DLA's Strategic Plan, Director's Guidance.
	Suggest bringing outside speakers to provide your office with a new set of strategic ideas.
	Accept rotational assignments that foster your team building skills.
	Be an active "organizational citizen" by volunteering for task forces or committees that may improve the work of your team.
	Communicate expectations, schedule work and coordinate efforts of all members to lead a project to completion.
	Conduct cross training with team members to enhance the understanding of individual and team responsibilities and tasks.
	Convene your team to identify and explore barriers that are hindering them from effectively and efficiently completing their work. Engage the team in implementing changes and alternatives developed by the group.
	Demonstrate broad insights into emotional intelligence and skill in building and sustaining relationships.
	Encourage a “continuous improvement” mindset where mistakes accompanying efforts to improve are openly discussed without fear of retribution. Discuss lessons learned with your team.
	Encourage the team approach to solve problems and develop new ideas. Let employees lead various efforts.
	Identify a peer or higher-level manager who is effective at teambuilding. Set up a meeting to talk about his or her techniques or methods.
	Lead a team for a corporate project.
	Organize a brown bag lunch. Watch a short movie excerpt, lead a discussion on a topic, etc.
	Participate in team meetings to share information on projects and progress, solicit board input and coordinate shared work processes
	Participate on teams to solve real work issues and improve real work processes. Practice your skills in systematic methods, i.e., interactive skills, group decision making, and active listening.

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	Practice proactive information sharing. Suggest your co-workers offer information to others in your organization. Think of ways that your information/statistics/data can help others in your organization, and tell them.
	Publicly credit others who have contributed and performed well..
	Routinely and publicly thank others for their efforts. Acknowledge work done by others.
	Serve as chairperson of a volunteer organization.
	Serve on a cross-functional team.
	Suggest and volunteer to lead ice-breakers and time-limited team building exercises at meetings.
	Suggest occasional information gatherings away from the work place. Encourage co-workers to enjoy themselves and get to know one another at these meetings.
	Support team decisions, be a good team player, be honest and responsible. Complete a fair share of the team's work.
	Team with a peer on a job assignment.
	Volunteer to sponsor new employees for the first 60 days.
	Work with your co-workers to develop a formal communication plan to be sure that everyone has equal access to the needed information.
Technical Credibility	Accept rotational assignments that foster your team building skills.
	Be an active "organizational citizen" by volunteering for task forces or committees that may improve the work of your team.
	Communicate expectations, schedule work and coordinate efforts of all members to lead a project to completion.
	Conduct cross training with team members to enhance the understanding of individual and team responsibilities and tasks.
	Convene your team to identify and explore barriers that are hindering them from effectively and efficiently completing their work. Engage the team in implementing changes and alternatives developed by the group.
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	Participate on teams to solve real work issues and improve real work processes. Practice your skills in systematic methods, i.e., interactive skills, group decision making, and active listening.
	Practice proactive information sharing. Suggest your co-workers offer information to others in your organization. Think of ways that your information/statistics/data can help others in your organization, and tell them.
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	Serve on a cross-functional team.
	Suggest and volunteer to lead ice-breakers and time-limited team building exercises at meetings.
	Suggest occasional information gatherings away from the work place. Encourage co-workers to enjoy themselves and get to know one another at these meetings.
	Support team decisions, be a good team player, be honest and responsible. Complete a fair share of the team's work.

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	Team with a peer on a job assignment.
	Volunteer to sponsor new employees for the first 60 days.
	Work with your co-workers to develop a formal communication plan to be sure that everyone has equal access to the needed information.
Technology Management	Actively work to understand the use of new technology to support enhanced delivery of services and programs.
	Attend technology fairs to gather information on how advances can be applied to the workplace.
	Collaborate with other components to identify requirements for new information management technology.
	Use established automated information management systems to measure and improve organizational productivity.
Vision	Communicate to your co-workers your interpretation of DLA's mission, vision, and strategy and how they relate to your office functions.
	Conduct Agency mission briefings at various internal forums such as new employee orientation or external forums.
	From a higher level vision for change, formulate concrete actions for individual work projects.
	Seek opportunities for assignments that require strategic planning, e.g., volunteer to serve on a planning team.
	Serve on a strategic planning team.
	Understand and explain the major elements of the DLA Strategic Plan and Director's Guidance.
Written Communication	Create a library or reading list that includes leadership books, articles, other resources or Web sites to visit.
	Develop a customer satisfaction survey.
	Express thoughts in a clear and organized manner that accurately reflects the facts.
	In meetings, take responsibility for taking meeting minutes or sending emails to update and remind team members of progress and next steps.
	Keep your co-workers informed of new products, customers, initiatives, changes in mission, goals, etc.
	Look ahead and anticipate future opportunities for the work team.
	Prepare a briefing for someone else to present.
	Volunteer to take responsibility for conducting a monthly team meeting to include scheduling the meeting, conference room, and developing the agenda and ultimately chair the meeting.
	Work with your co-workers to develop a formal communication plan to be sure that everyone has equal access to the needed information.
	Write convincingly for different audiences.
	Write papers (e.g. memos, letters, and fact sheets).